<u>COTR TRAINING REQUIREMENTS</u>   EXHIBIT B

<u>ASCERTAINED BY ORD/CS SURVEY</u>

Below are the summarized results of the Contract Staff (CS) survey that was forwarded to all ORD management and program personnel. The results of the survey are presented to assist the CS and ORD management develop an informal training/briefing program for the continued development of COTRs. The intended purpose of the survey was to find out what the needs of the COTRs are in relationship to their duties and responsibilities as a Contracting Officer's Technical Representative. ORD management (i.e. Director, Deputy Director, Group Chiefs, and Chief of Contracts) must <u>now</u> take the challenge and work together to develop a strategy and/or program to facilitate the learning process for both the new and the experienced COTRs. We all must remember that our objective is not to identify problems and recommend quick fixes. Rather, we must understand the problems and togehter identify solutions in order to give guidance and in some cases direct orders to insure that the Agency and the Government are receiving full value for its research dollars and its investment in the COTRs.

Though there were ten questions on the survey the questions and responses can be grouped into three distinct categories. The survey results are presented below in summary form based on one of the three categories.

<u>UNDERSTANDING THE COTR'S AND THE CONTRACTING OFFICER'S (CO) ROLES</u>

<u>AND INVOLVEMENT</u>

On the whole 18% of the respondents do not fully understand either

identification of a need through contract close-out.) The overall results reveal a lack of knowledge of: 1) the contract process; 2) how the two offices should respond and react to each other; 3) who has what responsibilities and why; and 4) when to involve the CS. The responses indicate that the COTRs are only responsible for identifying project requirements, selecting contractors and monitoring technical results. Also, there is a general feeling that the CS's only responsibility is to process paperwork and to handle problems as they are brought to the CO's attention.

Admittedly, there has been a little reading in between the lines in summarizing the survey results. However, based on conversations with COTR's and some of the ORD program managers and the limited involvement requested of the CO's it is safe to make the statements above and feel confident about the validity of such statements.

CONTRACTING STAFF SUPPORT

The responses relative to expected support from the CS reveal a variety of ideas and needs. The CS, the program offices and the Director's Office should pay special attention to the responses provided below.

- The contract staff should:

    o give guidance on legal issues

    o work closely with COTR's/that initiative to interact

    o prepare solicititions, review proposals, negotiate/award, monitor contracts, provide close-out information and advise COTRs on resolution of problems

    o understand COTR's responsibilities

    o be a facilitator

    o be flexible

    o educate the COTRs and the COs

    o get more involved in the contract after award

    o keep COTR informed

The above remarks indicate the need for the CO to be more actively involved on a contunual basis and that the two staffs should work as a cohesive unit and not as separate entities.

- CS and ORD Management should work together in the development of policies and education of the two staffs

- Director ORD should encourage more CS participation and discourage the notion that CS is exclusively a support staff - pushes paper

- Contract support is fine, no changes are necessary

- COTR/Program Offices could facilitate the procurement process by:

    o   fully understanding the contract process

    o   understanding CO's responsibilities

    o   writing better PAMs/doing away with the PAM process or substituting it for periodic briefings by the COTR to ORD management

    o   writing better SOWs

    o   initiating more discussions with the CS

The responses suggest enhanced relations between the COTR's and the CS would certainly resolve many internal inconsistencies and help to resolve contract problems. It would appear that all of ORD must change attitudes, stress corporation between the program offices and the CS and become more knowledgable with the total contracting process.

TRAINING REQUIREMENTS AND FORUM

The responses to this portion of the survey are broken out into two categories - training requirements and training forum. Both of these categories are further seperated into multiple sub-topics. The objective of this section of the survey was to evaluate perceived needs that may help the COTRs perform their work in a more effective manner.

Of the pre-identified topics the following four areas were identified as those areas of significant interest to the COTRs.

Topic	Percent Choosing Topic
Sole Source Justifications	79%
Security Requirements	39%
COTR Responsibilities	36%
Form of Contract	36%

Other significant topics of interest included:

ORD contracting process

Software development contracting problems

Incentive contracting

Personal services

Writing a PAM and a SOW

The survey asked the respondents to identify the training forum most conducive for an ongoing training program. The conclusions presented below are almost unanimous.

Length of course--1-2 days

How often should courses be given--monthly - yearly reviews

Size of class--10-20

Presentation--a mix of information (no lecture) and case studies

supplemented by experienced COTRs who have had similar problems